



OPTIONAL FORM NO. 10  
5010-106

UNITED STATES GOVERNMENT

# Memorandum

TO : Director of Logistics

DATE: 28 April 1964

FROM : Chief, Transportation Division/OL

SUBJECT: Relocation of Cargo Branch

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1. The Planning Staff/OL in their staff study dated 14 February 1964 recommended that the Cargo Branch be moved to the [REDACTED]. This suggestion was based on the assumption that placing the Cargo Branch and the Depot Stock Control Branch in close proximity will reduce the requisitioning - shipping cycle, and thus improve materiel support to the field stations.

2. While this recommendation may have a tendency to reduce the pure paper work flow, there are a number of other factors involved which should be considered prior to relocating the Cargo Branch as recommended. Some of these factors are:

a. Liaison and Communications

(1) One basic principle which is inherent in providing secure and efficient logistical service is the capability to obtain and furnish detailed and accurate information. From a transportation aspect this is a mandatory requirement due to the security implications involved.

(2) Transportation Division in performing its cargo functions has daily contact either personal or telephonic with Agency, other Government and commercial activities. The ability to effect this personal contact is one of the important elements in cargo operations. Relocation of the Cargo Branch to [REDACTED] would have an adverse effect as the majority of transportation liaison contacts are located in the D. C. or the Headquarters area. Activities which are contacted are:

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\*(Mainly located at Headquarters Building and no shuttle bus service available [redacted])

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(3) Although the Cargo Branch does coordinate closely with Depot Stock Control Branch, separation of Cargo Branch from DSCB does not have the impact as would the separation of the Cargo Branch from activities listed above with which it has daily contact.

(4) Even though a certain amount of coordination and liaison can be conducted by veiled telephone conversation, past experience has proven that personal contacts are required. In order to continue to conduct cargo operations in an efficient and secure manner, a continual commuting of personnel between [redacted] and Metropolitan D. C. area would be required. This would produce an awkward means of conducting business and from this aspect no improved customer service would be realized.

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(5) Shipment of explosives is one of the most sensitive and difficult type of shipments to make and close personal coordination between Logistic Officers, Ordnance and Airborne Materials Branch, Cargo Branch, and Security Officials is required. In view of the fact that Ordnance and Airborne Materials Branch is not moving to [redacted], a highly unsatisfactory condition would exist if Cargo Branch were relocated.

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b. Management

(1) The Chief, Transportation Division must be in a position to furnish operational supervision and direction to the Cargo Branch. In addition, for such an important function as this, he must be fully apprized at all times of the status of special and sensitive projects. He must be in a position where he can brief his superiors or be able to converse in a knowledgeable manner on such projects at all times. Relocation of Cargo Branch to [REDACTED] largely would negate this capability and violate basic management principles of:

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(a) Unity of Command

(b) Distance and time as a basic factor in exercise of control

(c) Effective lines of communication

(d) Cost of providing office space for relocating Cargo Branch. The Supply Division has received cost estimates for Cargo Branch office space at [REDACTED] of between \$5,065.00 and \$10,000.00. This and other costs would never be amortized because relocating the Cargo Branch at [REDACTED] would not produce a more economical operation. In fact, additional expenses would be generated due to the increased distance to be traveled in liaison, coordination, etc., either by use of POA or establishment of Agency shuttle bus and resultant lost time for employees performing these functions.

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(2) Past experience of having the Passenger Movement Branch at one time, and the Highway Branch currently, located in different areas than the Chief, Transportation Division has proven that such an arrangement is not conducive to good management practices. Also, the opportunity to discuss and determine appropriate courses of action would not be readily available.

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c. Correspondence and Cables

Separation of the Cargo Branch from the Chief, Transportation Division would slow down and make more complex the distribution of mail and cables.

(1) Delay in delivering outgoing mail to Headquarters for review and signature, and in many cases, necessary coordination with other OL Divisions and the OL Security Staff, would diminish many of the claimed advantages in relocating the Cargo Branch [REDACTED]

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(2) The Depot has no TWX facility, consequently, there would be a delay in transmitting outgoing cables. This delay would be critical in cases of urgent air shipments and also would negate many of the alleged advantages in relocating the Cargo Branch.

d. Personnel

Many man hours also would be lost from personnel traveling to and from the Headquarters offices for consultation, administrative actions, and problems.

e. Other Factors

(1) The primary point in favor of the relocation proposal is that it will permit an orderly flow of a requisition through certain Supply, Procurement, and Transportation processes. However, with the Ordnance and Airborne Materials Branch/SD/OL, the Supply Division, the Procurement Division, and the Transportation Division all located in Quarters Eye Building, a significant percentage of all requisitions will either (a) have to be forwarded to these activities from [REDACTED], or (b) in cases of ordnance and airborne material originated in Quarters Eye. Therefore, current procedures, with practically all logistics activities located in Quarters Eye, permits more efficient processing of a shipment. Also, the necessary liaison and coordination can be effected without undue delay which would be generated if the Cargo Branch were located at [REDACTED]

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(2) Previously, a centralized filing system between Supply, Transportation, and Procurement Divisions was proposed as a means of reducing paper work. Centralized filing systems may be possible within one Division, however, the proposal to consolidate Supply, Procurement, and Transportation files into a central file would not be acceptable. A crossing of Division lines in record management would create more problems than it would solve, at least from a Transportation Division point of view.

3. The Transportation Division is in accord with any proposal which will reduce workload, improve the flow of paper work, and produce increased efficiency. However, in consideration of the factors mentioned above, it is our opinion that the proposal to relocate the Cargo Branch will not increase the efficiency of present procedures; nor will it provide an overall improvement in materiel support to the field stations.

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**Distribution:**

Orig - Addressee

1 - TD File

1 - OL/SD

OL/TD/ [REDACTED] (27 April 1964)

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